A Practical Guide for Personal Progress in the Business and Industrial World

Putting yourself OVER

LESSON NUMBER 5

GETTING ALONG WITH PEOPLE . . . .

DEVELOPING A PLEASING PERSONALITY . . . .

TACT

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COUNT ALESSANDRO VOLTA
(1745-1827)

Great Italian physicist, professor at Como and at Pavia; inventor of the electroscope, the electrophorus, the condenser, and the voltaic pile (a form of galvanic cell); ennobled by Napoleon for his scientific services. The volt, which is the practical unit of potential difference, is named in his honor.

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Putting Yourself Over

by
The Technical Staff
Coyne Electrical School

LESSON No. 5

★ GETTING ALONG WITH PEOPLE

★ DEVELOPING A PLEASING PERSONALITY

★ TACT

▲ ▲ ▲

In Lesson No. 4 of this special series, we showed you how to analyze your personality. We hope you studied that lesson because your progress in the future will depend a great deal on your personality adjustments. Your weak points (if you have any) will have to be strengthened. You will have to adjust your viewpoint on certain matters and make some conscious effort to improve any weaknesses you know you have.

Now, in this lesson we will explain some important points relative to personality and daily contacts with people in industry. Many of the suggestions are advocated by leading teachers as a means of more "friendly" relations between fellow-workers.

In our opinion, one of the most important things a man can do in the business, as well as the social world today, IS TO MAKE FRIENDS. No man has ever been able to realize success by HIMSELF. Somewhere along the line, SOMEONE has offered a helping hand and the more friends a man has, and the more good impressions he makes upon people, the further he will go in any line of work. So the first point we'd like to take up is how to make friends. There are five ways to do this and frankly the methods are so simple that practically everyone knows of them, but unfortunately, very

few people apply them. They are:

1. Become genuinely interested in people.

2. Smile.

3. Remember that a man's name to him is the sweetest and most important sound in the world. Remember names and faces.

4. Be a good listener. Encourage others to talk about themselves.

5. Talk in terms of the other man's interest.

1. BE GENUINELY INTERESTED IN PEOPLE

There isn't any question of the pleasing effect that is made on an individual when he finds someone genuinely interested in him. Take yourself as an example. You'll agree that you like any person who seems to be interested in your ambitions, plans and particularly in your problems. Be interested in other people and they will be interested in you.

2. SMILE

There is little argument as to the value of a SMILE in business. We don't mean to infer that there are not serious moments because there are plenty of them, but with it all, the man who has the ability to remain cheerful in spite of how "tough" the going might become, immediately creates a friendly atmosphere and makes friends readily. Look around you and you're bound to admit that people you like most are those cheerful ones who look on the bright side of life, as much as they possibly can.

3. REMEMBER A MAN'S NAME

Remembering a man's name and face may not appear on the surface to be very important, but this point should not be overlooked. Take your own case again as an example. There must have been some cases, where some man upon meeting you a second time, has grasped your hand and called you by name. In spite of yourself, you were highly elated that he would have remembered you. We're all built pretty much alike—vain to a certain degree. If you make a practice of trying to remember names and faces, so you can recognize people when you see them again, you'll be surprised to note the effect this will have on these people.

4. BE A GOOD LISTENER

The world loves a good listener. Men, generally, like to talk about themselves, or their work, their hobby, their ambition, etc. A man who is a good listener makes a hit with most people. We don't mean by this that you should refrain from talking at all, but when a man is talking, be sincerely interested in what he is saying. Another good point to remember is that you CAN'T LEARN very much listening to yourself, so be a good listener at all times.

5. TALK IN TERMS OF THE OTHER MAN'S BUSINESS

Talk in terms of the other man's interests — this is an equally important factor in making friends. There have been more than one case where men observing this elementary principle of good fellowship have actualliy worked themselves into good jobs.

After a man goes to work for a company, he can learn something about the boss' hobby. Play up to it whenever you can. In this way you can very often strike up a responsive chord in your employer that will keep you in his mind.

Here are eleven suggestions that should help you to make friends in business or social life. Any man who has to direct the work of other men under his supervision generally applies these rules. Of course, you will find these so-called "hard-boiled bosses" in many plants. These fellows are usually "little" men who have been given some authority and it has upset their mental attitude toward other workmen.

Any intelligent executive knows that he will get more work out of his men if he tries to be friends with them and shows an interest in their work and problems. These eleven rules, if applied, will help anyone, whether he is an executive or an ordinary electrician, in a crew. First of all, we'll give you the eleven rules and then explain some of them in detail for you. Here are the rules:

1. Avoid argument.
2. Show respect for the other person's opinion. Never tell a man point-blank that he is wrong.
3. If you are wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Don't hedge—have an opinion and state it. Don't apologize for your opinion.
6. Let the other fellow do some of the talking.
7. Use diplomacy in presenting ideas to your boss.

8. See the thing from the other fellow's viewpoint as well as your own.
9. Be sympathetic with the other person's ideas and desires.
10. Appeal to nobler motives.
11. Throw down a challenge.

We are only going to touch on a few of those points because most of them are self-explanatory. The trouble with the average individual is that he really knows these things but neglects to apply them in his daily conduct. The man who succeeds in life is the one who consciously tries to remember these things and to definitely use them.

AVOID ARGUMENT

Here's an amusing story explaining point No. 1 about avoiding argument. I don't know of any case yet where a harsh argument actually did any good one way or the other. The story recently appeared in the "Philosopher" published by the Kalamazoo Vegetable Parchment Paper Company. The title of the story was: "Have you tried this one?" and ran something like this:

"A city man bought a farm. While inspecting the line fences, he was joined by a neighboring farmer, red of face and obviously wearing a chip on his shoulder. 'That fence,' began the farmer, 'is a full foot over on my land.' 'Gosh, I'm awfully sorry!' said the city man. 'You see, I'm a bit new around here, but if you'll just give me another day or two, I'll have it moved. In fact, I'll set it two feet over on my side.' 'But that wouldn't be right' stammered the surprised farmer, 'that's two feet more than I claim.' 'Oh, never mind that,' said the new man, 'two feet of my land is nothing if it will let me live in peace with my neighbor,' 'Well, if you feel that way about it,' said the now thoroughly abashed farmer, 'we won't move the fence at all. In fact,' and he stuck out his hand with a friendly grin, if you dare to set one foot on my land to touch that fence, I'll sue for trespass!' "

And thus began a beautiful friendship. We merely cite that to show you how easy arguments can be avoided.

IF YOU'RE WRONG — ADMIT IT

We believe that any time you are wrong and realize it yourself and will definitely come out and admit it, emphatically, you will so take your man off his guard that you're bound to win his favor. The difficulty with most men is when they are proven wrong, they're not BIG ENOUGH MEN to admit it. They spend twice as much time trying to

invent excuses on how such a thing could happen, as they do in trying to rectify a mistake and see that it doesn't happen again. Don't be afraid to admit a mistake—everyone makes them.

LET THE BOSS FEEL THE IDEA IS HIS

It is sometimes a good idea in presenting some new thought or suggestion to let your immediate superior believe the idea is his. In other words, if you plan to offer a suggestion for an improvement, it is sometimes better to make the suggestion to your employer in this manner: Tell him that undoubtedly this idea has come to his mind before, and that you merely thought of it and are offering it as a suggestion that you feel is practical. If you present your idea in that manner, you win the respect of the employer whether or not he ever had the idea himself. He will readily appreciate that you have a great deal of confidence in his ability and that you didn't for one minute feel that you had thought of something that hadn't already come to his mind. You'd be surprised how easy it is to put across suggestions if you handle them in that way. Remember, too, that ideas are like matches. They're of no use unless you strike them into flame. If you think some plan of yours would make a saving in time, work or expense, don't be afraid to go to the man higher up with it. It won't do you or him, or the company, any good while you keep it to yourself. Don't be afraid to spring a new idea on the boss. He's after good ones every day. A good idea for him may mean a better job for you.

THE TROUBLE WITH MOST CHAPS IS THAT THEY KEEP THEIR NOSES TOO CLOSE TO THE GRINDSTONE. THEY ARE TOO CONTENT TO DO THEIR WORK LIKE A MACHINE WITHOUT EVER THINKING HOW TO IMPROVE IT, AND IN MANY CASES WHEN THEY HAVE A GOOD IDEA, THEY DON'T HAVE "PEP" ENOUGH TO TRY AND PUT IT ACROSS.

DON'T BE "SCARED" OF THE BOSS, ESPECIALLY WHEN YOU HAVE SOMETHING GOOD TO SHOW HIM. HIS JOB IS TO KEEP THINGS GOING IN THE BEST POSSIBLE WAY. HE'LL THANK YOU FOR AN IDEA THAT WILL HELP HIM OUT. SPRING A WORTHWHILE IDEA ON HIM ONCE IN WHILE AND SHOW HIM YOU'RE NOT A MACHINE. A MACHINE CAN DO MOST ANY WORK A MAN CAN DO NOWADAYS BUT A MACHINE CAN NEVER THINK.

There isn't a plant or business on earth that couldn't stand a few improvements—and be better for them.

Someone is going to think of them. Why not beat the other fellow to it?

SEE THE OTHER FELLOW'S VIEWPOINT

In summarizing Rule No. 8, we think one of the **least valuable assets** to any organization is an employee who rates the title of a "hard-headed, stubborn, hard-to-convince employee." You've seen many of these people who will not try to see the point from the other's viewpoint. If you wish to go very far in business, you want to be certain to remember this simple idea: Try to see every point from the other fellow's viewpoint. Remember that people are not naturally argumentative. They don't disagree with others just for the sake of having an argument. They have a viewpoint and the only time an argument comes up is when their viewpoint is not at least appreciated. An argument is a discussion that has gotten out of hand. Remember at all times to appreciate the other fellow's viewpoint.

GO INTO CONFERENCE WITH YOURSELF

One of the most important things that you should do, one of the best practices you can follow, is to occasionally go into "conference" with yourself. This is not as funny as it sounds. For here is a germ of wisdom valuable alike to high and low —especially to men in progressive industrics like Refrigeration, Electricity and Radio. The man who can go into conference with himself observes the first rule of success.

A wise man years ago said: "To know thyself is the beginning of wisdom." Know yourself first of all, and you will know how to live happily and prosperously.

Know any weaknesses and make an effort to correct them. Know your strength and harness it to your job. In other words, take inventory of yourself regularly, because it's generally accepted in business that a good business organization must, of necessity, take inventory regularly.

PLACE A VALUE ON TIME

Some people in life are very difficult to understand. They will carefully guard their money in every conceivable way, never squandering a penny of it unnecessarily and will bargain shrewdly on all business transactions involving expenditures. These same people, however, will waste and squander time without giving a thought to its value. Because time is intangible, most people are spendthrifts. They don't stop to consider the great value of time in their lives.

Time is of very slight importance to the young man who's NOT GOING ANYWHERE. A chunk of wood floating down a river with the other driftwood will land on a shoal, somewhere, without direction or guidance. But you never saw a motorboat without a rudder, did you?

During times like the present, TIME is the rudder of every successful man. It provides the guidance that enables us to

steer our craft effectively toward the definite objective we have set up for ourselves.

We have gone through, and we are still going through some troublesome times. They have been harder times on some of us than on others. However, there are still plenty of men in organizations today who are bigger than conditions and who can go and will go places if they are careful to make the most of their TIME.

Proper organization of your time and the proper mental attitude are the motive powers that will take you places. You would hesitate to squander money, so don't squander time, because it should mean money to you.

LEARN TO TALK

A very noted educator was once asked the question, "WHAT ONE POINT in your opinion differentiates an ordinary workman from a successful one?" This was a difficult question for anyone to answer, but this man in answering it, touched on a very important point.

His answer was: "The lack of ability to express one's self has been the cause of the lack of success in thousands of men." He further added by way of explanation, "Unless an individual has the ability to clearly and concisely explain his point to an individual or a group of individuals, he can never hope to be able to influence groups of men." To be sure, there are exceptions to every rule but this ability of expression is a very essential quality in the successful man of today.

There are many good mechanics who will never get promotion and advancement because they cannot control groups of individuals. Their main shortcoming is their inability to forcefully portray their ideas. It is our sincere suggestion that any fellow who realizes that he does not have this ability to talk with groups or individuals with ease, make some effort to rectify this condition.

There are many free public schools giving training in public speaking and expression. These schools are not designed to make an orator of a man, but merely to give him a little better poise and confidence in himself. There are also many books on this subject. Acquire some training along this line to tie in with your technical knowledge. There have been many men who have had the necessary technical knowledge and ability to "go places," but lacked the essentials of expression that were needed on the job. With the facilities for free training along these lines, there's isn't any excuse for any man neglecting to equip himself with the necessary knowledge to make possible his future progress and more responsible jobs.

TACT

Tact is defined by the dictionary as follows: "A quick and sincere appreciation of what is fit, proper or right; fine or ready mental thinking shown in saying or doing the proper thing, or especially in avoiding what would offend or disturb. It also refers to the skill in dealing with men or emergencies."

No quality is more necessary in any walk of life. Nevertheless, few people fully appreciate the importance of tact.

Here is what the most famous writer in America has to say on the subject:

"The world is full of men and women who are failures just because they did not know how to 'sell' themselves."

"No man is ever slated for advancement with his firm, no matter how competent he is, no matter how well he does his work, if he is surly and grouchy, if he snarls when he is spoken to and generally lacks a good approach."

"No knowledge that we ever acquire is so important as a knowledge of what to say and how to say it, of what to do do and how to do it. It is the secret of success. It is the Golden Key to that which opens the door of opportunity. It gives ease and poise to an individual that no amount of learning can give and it carriers more conviction than the strongest moral principles."

Tact is a good substitute for talent and will serve a good purpose where even academic or college education will fail. The man who knows when to speak, and when to keep silent, is armed with one powerful weapon for the battle of life.

Much—indeed, very much—depends upon first impressions; and these are, in the main, favorable or unfavorable, according to a man's conduct the first time we see him. A cordial manner will open the doors of friendship at once, while gruffness will shut a man out even from the respect of those whom he meets.

Sincere courtesy will surely place a man high in favor from the start. By all means firmly bear constantly in mind that the man in business who gets the most patronage—all other things being even—is the one who is always pleasant, always civil, always obviously and sincerely glad to see people. A pleasant smile goes a long, long way in the business world.

The thing that goes the farthest toward making life worth while, that costs the least and does the most is just a pleasant smile. It's full of worth and goodness too, with hearty kindness blent. It's worth a million dollars and—it doesn't cost a cent."

Many a man has destroyed all hope of sympathy and ruined his chances of success by rude conduct among those who could have aided him and even helped him on to great-

ness. It pays best from every point of view to be an honest-hearted gentleman. Therefore, always be polite—not cringing or fearful, but just plain polite, at all times, to all persons, old and young, learned and ignorant, rich and poor. The importance of this cannot be over-estimated. For a man may be of no consequence today. But he may be a person of wealth and influence tomorrow. And he will certainly remember how you treated him when he was not so well situated.

The glance of the eye, the poise of the head, the pressure of the hand are all taken into account and we judge a man by the way he has of performing the common civilities of life.

These graces of good breeding no man can afford to ignore. They are not only helpful in acquiring a fortune, but are a veritable fortune in themselves. And for the person who is indifferent people have as little use as for the person who is downright discourteous.

Any reader can recall instances in which he has been treated with marked politeness and served with so much natural kindness that he could not forget it for weeks. And it is always a pleasure to go back to such a clerk to make a purchase again and again. And, on the other hand, one can recall the rudest behavior and the meanest treatment that he ever received at the hands of men, given by some brainless employee, who has not yet learned the first principles of civility and decency. For it has been truly said that kindness is a language which the blind can see and the deaf can hear.

The fact is that good manners greatly increase a man's usefulness, put him where you will. In proportion that he has learned and can practice genuine courtesy, is he a stronger and better man for any field of work. After all, genuine courtesy is based upon a thoughtfulness of the feelings and the rights of others. Some things are beyond our reach, but this, to a considerable degree, is within the attainment of all.

Esteem, honor, position, and success await the honest-hearted man who can go into life and treat others with the consideration that is due to manhood. All this comes under the heading of tact, and now with that general introduction to the importance of TACT, let's get down to some real facts on what you can do to acquire that quality.

Always remember that men are more easily led than driven, and that in any case it is much better to guide than to direct by force.

Try to win, and still more to deserve, the confidence of those with whom you are brought in contact. Many a man has owed his influence far more to character than to ability.

Try to meet the wishes of others as far as you rightly and

wisely can; but do not be afraid to say "No."

Anybody can say "Yes," though it is not everyone who can say "yes" pleasantly; but it is far more difficult so say "No." Many a man has been ruined because he could not do so. Plutarch tells us that the inhabitants of Asia Minor came to be vassals only for not having been able to pronounce one syllable, which is "No." And if in the Conduct of Life it is essential to say "no," it is scarcely less necessary to be able to say it pleasantly. We ought always to endeavor that everybody with whom we have any transactions should feel that it is a pleasure to do business with us and should wish to come again. Business is a matter of sentiment and feeling more than many suppose; everyone likes being treated with kindness and courtesy, and a frank, pleasant manner will often clinch a bargain more effectually than a half per cent.

Almost anyone may make himself pleasant if he wishes. "The desire of pleasing is at least half the art of doing it" and, on the other hand, no one will please others who does not desire to do so. Many a man has owed his outward success in life far more to good manners than any solid merit; while on the other hand, many a worthy man, with a good heart and kind intentions, makes enemies merely by the roughness of his manner. To be able to please is, moreover, itself a great pleasure. Try it and you will not be disappointed.

Be wary and keep cool. A cool head is as necessary as a warm heart. In any negotiations, steadiness and coolness are invaluable; while they will often carry you in safety through times of danger and difficulty.

If you come across others less clever than you are, you have no right to look down on them. There is nothing more to be proud of in inheriting great ability, than a great estate. The only credit in either case is if they are used well. Moreover, many a man is much cleverer than he seems.

Do not trust too much to professions of extreme goodwill. Men do not fall in love with men, nor women with women, at first sight. If a comparative stranger protests and promises too much, do not place implicit confidence in what he says. If not insincere, he probably says more than he means, and perhaps wants something himself from you. Do not, therefore, believe that everyone is a friend, merely because he professes to be so; nor assume too lightly that anyone is an enemy.

We flatter ourselves by claiming to be intellectual beings, but it would be a great mistake to suppose that men are always guided by reason. We are strange inconsistent creatures, and we act quite as often, perhaps oftener, from prejudice or passion. The result is that you are more likely to carry men with you by enlisting their feelings, than by con-

vincing their reason.

Argument is always a little dangerous. It often leads to coolness and misunderstandings. You may gain your argument and lose your friend, which is probably a bad bargain. If you must argue admit all you can, but try and show that some point has been overlooked. Very few people know when they have had the worst of an argument, and if they do, they do not like it. Moreover, **if they know they are beaten, it does not follow that they are convinced.** Indeed it is perhaps hardly going too far to say that it is very little use trying to convince anyone by argument. State your case as clearly and concisely as possible, and if you shake his confidence in his own opinion it is as much as you can expect. It is the first step gained.

I will not say that it is as difficult to be a good listener as a good talker, but it is certainly by no means easy, and very nearly as important.

You must receive everything that is said, not as a critic or a judge, but suspend your judgment and try to enter into the feelings of the speaker. If you are kind and sympathetic your advice will be often sought, and you will have the satisfaction of feeling that you have been a help and comfort to many in distress and trouble.

Do not make enemies for yourself; you can make nothing worse.

Remember that a "soft answer turneth away wrath," but even an angry answer is less foolish than a sneer; **nine men out of ten would rather be abused or even injured, than laughed at.** They will forget almost anything sooner than being made ridiculous.

This brings up a very important point—ANGER and what to do about it.

We all get angry. It takes a good deal of irritation to bring some of us to the boiling point. Others reach it over trifles. Many of us have tempers that rise suddenly without warning, and subside just as quickly. A famous preacher once rebuked a man for chiding him on his anger. "Young man," he said stiffly, "I control more temper every fifteen minutes than you will in a lifetime."

Many people think that the problem is to avoid anger. Not at all! As human beings we will get angry again and again—but few of us know how to make anger serve us.

Most of us are bothered by the fact that when we become angry, we make egotistical, wrong-headed decisions. We "blow our tops" and then feel so ashamed that we lose self-respect. Anger is somewhat like atomic power. Wrongly used, it will bring utter ruin and waste. Properly used and controlled by those who know how, it will do tremendously

helpful work in the world. No man can prevent his ire from rising; every man can bring it under control.
First, Anger needs to be checked by information.

We are often offended by the mistakes other people make. If we bothered to find out why they make them, we would be hurt much less, or not at all. We are indignant at things others are supposed to have said about us. If we took the trouble to find out what they really said, and meant, we would be much less wrought up. If we knew the origins of other peoples' failures, we would be much less irked, perhaps even moved to pity and kindness. We must consider the unseen handicaps that plague the lives of apparently gifted people, the broken weapons with which they have to fight.

Second, Anger need to be controlled by an awareness of our own deficiencies.

One evening a cartoonist amused himself and his friends by drawing a cartoon of each man present. When the drawings were passed around, each man recognized the caricatures of his neighbors but had difficulty recognizing himself. It is hard to believe and humiliating to admit, but each of us is frequently a nuisance to somebody else. Our mistakes are just as offensive, our speech may be as caustic or venomous. Only when we clean the mud from our own sidewalk can we complain to the police because our neighbor fails to do so.

Third, Anger must be tempered by a desire to be constructive.

When Henry Ford was young he was appalled at the hard labor demanded to operate his father's farm. His persistent effort to reduce that labor led him into mechanics and mass-produced motor cars. The cash register was invented by a man who was worrying himself into a nervous breakdown because of his employees' thefts. The dial phone resulted from the indigation of an undertaker who believed that the girl operators were deliberately bungling his calls.

Years ago a young engineer at General Electric suffered from cold feet while sleeping in the winter. He became disturbed enough to develop an electric foot warmer—the model for today's electric blanket. The universal use of air-brakes and mechanical couplers on all railroad cars began with the indignation of a non-railroad man, a former Army chaplain named Lorenzo Coffin, who saw a breakman lose his fingers in a brutal and unnecessary accident.

William B. Akins, a Pennsylvania advertising man, returned home exhausted after a weekend auto trip in 1914. Because the roads of the day were unmarked and mostly unmapped, he had driven 100 miles over cowpaths and backroads to cover a mere 25 miles. Next day he went to Allegheny County Courthouse and personally copied its survey maps. He then went to Gulf Refining Company and persuaded it to print 10,000 copies and place them in gas sta-

tions where people could find them—the world's first free auto maps.

Almost every law for the protection and welfare of wage-earners began with someone's wrath. Twenty-five years ago there was a fire in a New York loft building. Because of the gross negligence of a Shirt Company, 146 factory workers died from burns, suffocation or jumped to their death. An unscrupulous lawyer got the proprietors off, the workers' deaths were settled for a miserable $75.00 each and the case dropped out of the headlines.

But not out of the minds of a few determined people. Among them were two State Assemblymen, Robert F. Wagner and Al Smith, and an unknown young social worker, Frances Perkins, who had been a witness of the fire. None were national figures at the time, but they felt they had to do something. They could not rest until they had campaigned and secured legislation which established higher standards of health and safety for all American workers than had ever existed before.

It is best, usually, not to act on the impulse of any angry mind. Some wrought-up people count ten before doing anything. Many a decision made in the heat of the moment would not be carried out if we took but an instant to study that decision.

It is folly to tell ourselves or others not to be angry. There are times when you cannot avoid its swift and sudden rise. But what you do with it and about it is a different matter. Bring your anger under control. Check it with the facts.

Channel it toward constructive ends. Give it a cooling off—and then take action.

Have the courage of your opinions. You must expect to be laughed at sometimes, and it will do you no harm. There is nothing ridiculous in seeming to be what you really are, but a good deal in affecting what you are not. People often distress themselves, get angry, and drift into coolness with others, for some quite imaginary grievance.

Some people seem to have a knack of saying the wrong thing, or alluding to any subject which revives sad memories, or rouses differences of opinion.

No branch of Science is more useful than the knowledge of Men. It is of the utmost importance to be able to decide wisely, not only to know whom you can trust, and whom you cannot, but how far, and in what, you can trust them. This is by no means easy. It is most important to choose well those who are to work with you and under you; to put the square man in the square hole and the round man in the round hole.

"If you suspect a man, do not employ him; if you employ him do not suspect him.

Those who trust are often more right than those who mistrust.

Confidence should be complete, but not blind. Be always discreet. Keep your own counsel. If you do not keep it for yourself, you cannot expect others to keep it for you. Remember the saying: "Three may keep a secret if two of them are dead." The mouth of a wise man is in his heart; the heart of a fool is in his mouth.

Use your head. Consult your reason. It is not infallible, but you will be less likely to err if you do so.

Many people talk, not because they have anything to say, but for the mere love of talking. Talking should be an exercise of the brain, rather than of the tongue. Talkativeness, the love of talking for talking's sake, is almost fatal to success. Men are "plainly hurried on, in the heat of their talk, to say quite different things from what they first intended, and which they afterwards wish unsaid; or improper things, which they had no other end in saying, but only to find employment to their tongue.

Never try to show your own superiority; few things annoy people more than being made to feel small.

Do not be too positive in your statements. **You may be wrong, however sure you feel.** Memory plays us curious tricks and both ears and eyes are sometimes deceived. Our prejudices, even the most cherished, may have no secure foundation. Moreover, even if you are right, you will lose nothing by disclaiming too great certainty.

In action, again, never make too sure, and never throw away a chance. "There's many a slip 'twixt the cup and the lip."

It has been said that everything comes to those who know how to wait; and when the opportunity does come, seize it.

Be cautious, but not over-cautious; do not be too much afraid of making a mistake; "a man who never makes a mistake, will make nothing."

Always dress neatly; we must dress, therefore we should do it well, though not too well; not extravagantly, either in time or money, but taking care to have good materials. It is astonishing how much people judge by dress. Of those you come across, many go mainly by appearances in any case, and many more have in your case nothing but appearances to go by. The eyes and ears open the heart, and a hundred will see, for one who will know. Moreover, if you are careless and untidy about yourself, it is a fair, though not absolute, conclusion that you will be careless about other things also.

When you are in a group study those who have the best and pleasantest manners. "Manner," says the old proverb with much truth, if with some exaggeration, "maketh Man," and "a pleasing figure is a perpetual recommendation." Merit and knowledge will not gain hearts, though they will secure

them when gained. Everyone has eyes and ears, but few have a sound judgment. The world is a stage. We are all the players and everyone knows how much the success of a piece depends upon the way it is acted.

Lord Chesterfield, speaking of his son, says, "They tell me he is loved wherever he is known, and I am very glad of it; but I would have him be liked before he is known and loved afterwards.

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A LESSON FROM BASEBALL

A survey among major league baseball players indicates that the player who bats .250 earns an average of $4,000 per season. The player who bats .350 earned $40,000 and more per season. The difference is only **one more safe hit** in every **ten times at bat** and **seven times out of ten the batter is safe or out at first by as little as six inches.** The **little** things make the **big** difference!

If a $4,000-a-season player will do everything he can to improve the little things—his stance, his grip, his take off, his running form—he may create a big difference in his income. And the same principle holds true on any job. When a man begins to analyze his job and to look for weaknesses that he can remove, he is on his way to higher income brackets. The weaknesses may be small, but little things make the differences big.

Questions

1st Question—Just how would you go about approaching an employer for promotion, providing, of course, you definitely felt you were capable of handling more responsible work?

2nd Question—The employment manager says: "Just what kind of work can you do?" How would you answer him?

3rd Question—The employment manager says: "We prefer to hire married men because we find a man with responsibilities is more dependable." How would you answer that?

4th Question—You apply for a job and are told: "We have had several men apply for this work and we will consider your application along with the others." What would you do to make your application stand out?

Steps to Success

You may have observed in every Putting Yourself Over Lesson that I've sent to you that I've always stressed the importance of personality in industry. I firmly believe that every man's success is regulated to a great degree on his ability to understand people and above all to UNDERSTAND HIMSELF. In reading the "FRIENDLY MESSENGER" the other day I came upon an article by Wilfred Peterson that just about sums up exerything on this all-important point of GETTING ALONG WITH PEOPLE. I'm passing the substance of the article on to you because I feel you will benefit by it.

"THE ART OF GETTING ALONG"

Sooner or later, a man, if he is wise, discovers that life is a mixture of good days and bad, victory and defeat, give and take.

He learns that it doesn't pay to be a sensitive soul—that he should let some things go over his head, like water off a duck's back.

He learns that he who loses his temper usually loses his point.

He learns that all men have burnt toast for breakfast now and then, and that he shouldn't take the other fellow's grouch too seriously.

He learns that carrying a chip on his shoulder is the easiest way to get into a fight.

He learns that the quickest way to become unpopular is to carry tales and gossip about others.

He learns that it doesn't matter so much who gets the credit so long as the business shows profit.

He learns that "buck passing" always turns out to be a boomerang, and it never pays.

He comes to realize that the business could run along perfectly well without him.

He learns that even the janitor is human and that it doesn't do any harm to smile and say "Good Morning" even if it is raining.

He learns that most of the other fellows are as ambitious as he is, that they have brains that are as good or better, and that hard work and not cleverness is the secret of success.

He learns not to worry when he makes a mistake because experience has shown that if he always gives his best his average will break pretty well.

ANSWERS

Question 1: Just how would you go about approaching an employer for promotion, providing, of course, you definitely feel you were capable of handling more responsible work?

Answer: There are various ways that you can go about this matter. It depends somewhat upon the type of concern you are working with and the disposition of the man you would have to approach. One of the most important things I would caution you against is making your approach for promotion by telling your employer **you need** a salary increase. This question of increased salary will take care of itself if you are able to get a promotion wherein you have more responsibility on your shoulders. So, the important thing is to leave the question of salary entirely out of your approach and make your contact indicate that you wish this added responsibility because you feel you can be of more value to the company in a more responsible job. If you feel you are in a position to take over more respnsibility then it follows that you must have made some preparation for this promotion. That is the important point in your approach to the employer. If you have taken the time to study the job ahead and have a few good ideas on how you could improve efficiency (if you were in a position that would enable you to handle more responsibility), these are the important points to bring home, when you make your appeal.

Don't merely tell the employer that you feel you are entitled to a job with more responsibility because you have been working there for several months or years, but give him the reasons why you feel you will be more valuable to his concern in another job in the organization. The more reasons you can lay out for asking for this promotion, the better chance you will have of getting it. It would be best to make your application for a more responsible job **IN WRITING** and when you do so, don't imply in any way that unless this promotion is granted, you intend to seek employment elsewhere. Remember always that every employer is anxious to see you progress and if you can give some good reasons why you feel capable of handling more responsible work, your application will get its full consideration. Keep a copy of your request so you won't forget the points you brought up.

Question 2: The Employment Manager says: "Just what kind of work can you do?

Answer: This is a question that a number of employers ask (in all sincerity), because they do not fully understand the extent of your experience or training. However, there are other

employers who ask this question to find out just what the prospective applicant for employment "thinks" he knows about the subject. Of course, there are many branches of Electricity and T.V. and if you were to try to outline every kind of electrical work you can do, it might take you a long time. The best way to answer this question is to tell the employer that you feel capable of handling electrical work of many types, especially in Electrical Construction, Operation, Repair and Maintenance. You have done hundreds of jobs in the above lines of work, therefore, feel that you can handle a great many of the jobs required by the practical electrical man in an industrial organization.

Question 3: The Employment Manager says: "We prefer to hire married men because we find a man with responsibilities is more dependable."

Answer: I have known some men to become very indignant when they were confronted with this statement and immediately try to tell the employer that he didn't know what he was talking about. This is one of the worst things you can possibly do because regardless of what the employer's motive might be in shooting the question at you, one thing he will not tolerate is anyone definitely implying that he doesn't know what he is talking about. Whether or not it has been the experience of the employer that married men are more dependable because of their responsibilities, he nevertheless has hired many single men and undoubtedly, some of the best men he has in his plant at the present time, started to work for the company when they were single. They have been very faithful and industrious workers ever since. That is one argument that you can advance to him. Another is to explain to him that you have every reason to feel that some day you will become married yourself. Whether or not this is actually your plan, you should use this point in overcoming this problem.

Question 4: You apply for a job and are told: "We have had several men apply for this work and we will consider your application along with the others." What would you do to make your application stand out?

Answer: Here is a very practical suggestion that many men have used that has had a great bearing on their ultimate employment with the companies they were particularly anxious to work for. The first thing to do, after your interview, is to drop the Employment Manager a brief note thanking him for the attention he has given you and assuring him that you will appreciate any consideration he may extend to you for employment with this company. Then CONTACT SIX PEOPLE OF YOUR LOCALITY AND HAVE EACH OF THEM WRITE A LETTER

OF RECOMMENDATION FOR YOU DIRECTLY TO THIS EMPLOYMENT MANAGER. If possible, make these references business men or men of some importance in your community. You can tell each of them when you would like to have them write their letter and you might suggest what particular point you would appreciate their stressing when they communicate with this employer. Now, if this plan is followed, it will mean that the Employment Manager will have your application brought to his attention several times, because in most companies it is the practice to attach letters of reference to the original application for future reference. By having a number of letters come in to this employer, recommending you, this automatically brings your application to his attention several times. If you will allow a reasonable time for these letters to reach him before you make a second call, it should improve your chances of getting permanent employment with this company.

You will never stub your toe standing still. The faster you go, the more chance there is of stubbing your toe, but the more chance you have of getting somewhere.

—Charles F. Kettering